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Micro and Small Enterprises Project



USAID Micro and Small Enterprises Project

Quarterly Narrative Report July - September 2015

Cooperative Agreement No. *AID -165-A-11-00002*

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About the Implementer

Foundation CEED Macedonia is part of the Center for Entrepreneurship and Executive Development (CEED) Global, a network of managerial and entrepreneurial centers established by the U.S investment firm SEAF to accelerate SME growth as well as to promote an entrepreneurial culture throughout Southeastern Europe. With on-the-ground centers in Bulgaria, Romania, Slovenia, Montenegro, Macedonia, Serbia, and Kosovo, a new center in Armenia (2012) and with outreach activities in 2011/2012 to Poland and Turkey, CEED promotes private sector development, assists the growth of SMEs, helps create jobs, and contributes to economic stability. CEED provides entrepreneurs the three key drivers of business growth: capacity building training, access to finance, and access to new markets. Importantly, CEED provides these benefits within a community of connected entrepreneurs, thus building a holistic entrepreneur ecosystem in which interpersonal trust can be built and where the national, ethnic and geographic fragmentation of the Balkans can, for the purposes of mutual business development, be marginalized. CEED is a legacy activity for USAID and SEAF, with funding tracing to reflows from USAID grant investments in SEAF funds.

Foundation CEED Macedonia established operations in September 2007 as the fifth center in the network of entrepreneurial and managerial centers. The implementations of the CEED Grow Programs (formerly known as Top Class Programs) has been our core activity since our establishment and were attended by over 250 Macedonian entrepreneurs and managers ready to pay market prices for such innovative learning experience. CEED Macedonia has managed to position itself on the Macedonian market as a unique and innovative local business support service provider that designs and delivers management, leadership and personal development CEED Grow learning programs and business consulting services.

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I. Executive Summary

This Quarterly Narrative Report covers the period **July - September 2015**, in which we summarized the results and lessons learned from the previous season and made plans and adjustments for the activities to be implemented in the fifth year of project implementation.

During the reporting period, as part of the activities under Component 1, pre-sales activities for the next season for all the regions were conducted (completion the offer and packages of services). Evaluation of the program was also ongoing in Southwest, Polog, East and Skopje region. The first group of the basic program in Pelagonija region was formed and four events for exchange of experience were implemented. Two networking learning events – one local and one regional B2B event were conducted. Introductory Market Meeting in Serbia was held on September 22, 2015 in Belgrade and B2B meetings with companies from Serbia, Albania and Kosovo were organized. This meeting was part of a broader USAID REG initiative on establishing b2b relations among women entrepreneurs in the region.

As of the start of the project in July 2011, total of 168 project beneficiaries used or expressed interest to use offered Business Support services such as: technical assistance from local consultants, technical assistance from international consultants, support for accessing the neighboring markets and support for accessing regional markets, attending local conferences, analysis of the economic health indicator of the company etc. The team is working on preparation to make the center for access to business support and growth environment fully operational by searching potential venues for the center, gathering prices for equipment and furniture, drafting budget, drafting package offerings and setting the pricing.

MIF investees showed positive trends in their operations. Aronija Zdrava Hrana and Geonet introduced new products, Extra Fungi and Dals are making best efforts to expand to Kosovo market. Currently there are 3 new companies in pipeline for potential investments. The prospect companies that fulfill the investment criteria will be presented to the IRC as soon as possible.

During the reporting period we finalized and received approval for the Work Plan 2015 – 2016, defining the project activities in the fifth year of implementation.

In September 2014 we engaged the local consulting company KA Group Skopje to conduct external of MSEP. The overall purpose of the evaluation is to examine the concept, design, implementation, efficiency, effectiveness, relevance, impact and sustainability of the Micro and Small Enterprises Project. It is expected that the evaluators will provide final evaluation report by the beginning of November 2015.

II. Sector Developments

The Global Competitiveness Report 2015-2016 published in September 2015 ranked Macedonia on 60-th place among 140 most competitive economies in the world, which represents move of three places up on this prestige list. The report provides ranking based on 113 indicators grouped in 12 competitiveness pillars: institutions, infrastructure, macro economy, health and primary education, high and vocational education, market efficiency, labor market efficiency, development of the financial market, technological readiness, market value, business sophistication and innovation.

According to the official statistics, the unemployment rate in the second quarter of 2015 in Macedonia was 26,8%, which is the lowest rate since the independence of Macedonia. The Government credits such results on its policy for creation of new jobs by supporting domestic companies or creation of good business conditions and attraction of foreign companies. The Governmental Grants for Self-employment Program was used for opening 7,250 new businesses, one third of which were founded and managed by women and one third by youth under 29-years old. Over 70% of these businesses are still active and major part of them are developing into businesses with two, three or more employees. Another governmental program that shows good results in raising the employment rate in the country is "Macedonia Employs". During the five months of implementation of the program, 4,150 private companies used the benefits for reliefs of social security payments in period of one to five years, based on the category of the newly employed persons and created 6,330 new jobs (over 1,760 persons up to 29-years old, over 2,200 persons between 20 and 35-years old, over 800 persons between 35 and 50 years-old and over 1,200 persons over 50-years old).

The data from many researches and studies show that innovation among the Macedonian companies is under stimulated. The research conducted by OECD shows that in Macedonia:

- Over 50% of the small and medium companies in Macedonia have not introduced any innovation or activity for innovation
- Investments in the R&D departments in the Macedonian companies are 23% of GERD (in EU companies the value is 55%)
- 50% of the companies do not offer any trainings for their employees
- Most of the companies lean on internal knowledge on innovation, so the cooperation with other companies or research institutions is limited
- Main obstacle for investments in the innovation is limited access to funding
- Main non-financial obstacles are: lack of institutional support, insecure market demand for innovative products, low purchasing power, and low cooperation with universities.

The Fund for innovation and technology development is one of the institutions in the county with mission to encourage and support innovation activities in micro, small and medium-size enterprises (MSMEs) in order to achieve more dynamic technological development based on knowledge transfer, development research and on innovations that contribute to job creation, and to economic growth and development. In September 2015 the Fund announced the second call for financing innovative project in Macedonian companies. The total budget for this second call is 1,3 million euro,

distributed in three instruments: 1) Co-financed grants for newly established companies “start-ups” and “spin-off” enterprises (maximum 30,000 euros per project, total budget of 300,000 euros), 2) Co-financed grants and conditional loans for commercialization of innovations (maximum 100,000 euros per project, total budget 600,000 euros), and 3) Co-financed grants for technology transfer (maximum 200,000 euros per project, total budget 400,000 euros).

III. Accomplishments and Activities by Components or by Results

1. Result 1/Component 1 – Microenterprises Programs:

1.1. Accomplishments

During this reporting period, the first group in the Basic program in Pelagonija region was formed with 15 participants (six of them male and nine female). The implementation of the sessions for exchange of experience continued in this region and four of them were held in September 2015. In Skopje region, one more session was conducted. Regarding the networking learning events, one local event in Skopje and one regional B2B event in Belgrade, Serbia were held.

1.2. Activities

In this reporting period the evaluation and monitoring process commenced on field in the Polog, Southwest and East regions and the process lasted until the end of September 2015. This was one of the main activities in this quarter and good opportunity for customer care and recruitment of participants for the Advanced Programs, during the evaluation meetings. Adaptation of the sales materials for each entrepreneurial program and preparation of the calendar of events for each region also took place. In addition, based on our experience with the CEED Club, we developed a new pricing policy, and according to it, we created new packages of services for the entrepreneurial programs we offered. As a result, in the fifth year of project implementation we will be offering different packages for potential participants, which provide more value for the money opportunity, or opportunity for the entrepreneurs to participate in several entrepreneurial programs (by themselves or by their key personnel - depending on the chosen package), for lower price. The recruitment process and implementation of programs were conducted in several regions as well.

RECRUITMENT - BASIC AND ADVANCED PROGRAMS

Presales:

In this quarter the focus was on planning and creation of new packages of programs and services, adaptation of the sales materials, preparation of the calendars of events for each region as well as getting recommendations from previous participants.

Sales:

In the reporting period the recruitment for the Basic program continued in Pelagonija and Vardar regions. The recruitment for Advanced programs was conducted in Southwest and East regions, so that all potential participants were met on direct meetings.

Regions:	Man			Women		
	Macedonian	Albanian	Other	Macedonian	Albanian	Other
Northeast	8	2	2	2	/	2
Polog	3	5	1	1	/	/
Vardar	/	/	/	/	/	/
East	9	/	/	8	/	/
Southeast	/	/	/	/	/	/
Southwest	12	6	2	1	/	/
Pelagonija	5	/	1	9	/	/
Total	37	13	6	21	0	2

Sex and nationality distribution among the participants from each region in the previous season (2014/2015)

IMPLEMENTATION:

Pelagonija region: During this quarter, several sessions for exchange of experience took place:

The second event for exchanging of experience within the Basic program on topic “Business planning and budgeting” was held on 9th of September 2015. Guest speaker at the event was Mrs. Vaska Leontik – Akademija & Studio Leontik, Skopje. The average grade of the event was 5 out of 5.



The third event for exchanging of experience on topic „Effective marketing approach”, was held on 11th of September 2015, with the guest speaker Mrs. Irena Jakimova, Marketing consultant from Skopje. The average grade of the event was 5 out of 5.

On 19th of September 2015 the fourth event for exchange of experience took place. The topic was “Financing growth” and the guest speakers of the event were Mr. Predrag Milosheski, ProCredit Bank, Mr. Viktor Meshkov, SPMG and Ms. Vesna Kardalevska, CED Macedonia/USAID MSEP. The average grade of the event was 5 out of 5.

The last event for exchange of experience for this quarter was held on 25th of September 2015. The topic was “Effective and repeated sales and export” and the guest speakers were Mr. Trajan Angeloski, Ariljemetar and Mrs. Elisaveta Marinkovska, Mar-Saz. The average grade of the event was 5 out of 5.

All the events were held in hotel “Premier-Center” in Bitola.

Skopje region: In this reporting period the seventh event for exchange of experience on topic “Effective marketing approach” took place. The session was held on 16th of September 2015 with the guest speakers Mrs. Irena Jakimova, Marketing consultant, Mr. Petar Naumovski, Mlekara Zdravje Radovo and Mihajlo Pavlov, Creative House. The average grade of the event was 5 out of 5.



CEED Club activities - Networking and Learning Events:

During this reporting period, one local and one regional networking learning events took place:

On 22nd of September 2015, in Belgrade, Serbia, a *Regional B2B networking event for woman entrepreneurship* was held. Around forty companies from Serbia, Kosovo and Macedonia attended the event. The main focus of the event was women entrepreneurship in the region. Six participants of the USAID MSEP were present. The average grade of the event was 4,5 out of 5.



One local networking learning event was held on 29th of September 2015, in collaboration with American College Skopje. The topic of the event was "Effective leadership styles for the 21st century". Three participants from the USAID MSEP attended the event and the average grade was 4,85 out of 5.

COLLECTION:

Due to the fact that we are approaching the certificate awarding ceremony, during the reporting period, we intensified the collection activities. The current collection ratio of different programs is as following:

Regions:	Entrepreneurs Class	Entrepreneurs Finance Class	Entrepreneurs Marketing Class	Sales and Export Program
Skopje	94.01%	100%	86.13%	64.92%
Polog	62.19%	100%	33.33%	/
Vardar	85.98%	78.53%	37.07%	/
Southeast	96.07%	/	84.49%	/
East	91.67%	/	/	/
Southwest	15.11%	/	/	/
Northeast	41.72%	/	/	/
Pelagonija	0%	/	/	/
Total	60.84%	92.84%	60.25%	64.92%

PR & MEDIA:

In the reporting period, three texts were published on Biznis Info:

<http://bi.mk/pretpriemachite-od-pelagoniskiot-region-razmenuvaa-iskustva-na-tema-biznis-planiranje-i-budhetiranje/>

Претприемачите од Пелагонискиот регион разменуваа искуства на тема Бизнис планирање и буџетирање

10/09/2015



Проектот на УСАИД за микро и мали претпријатија, кофинансиран од Владата на Швајцарија, продолжува со спроведување на Програмата за претприемачи во Пелагонискиот регион. Минатата недела во Битола се одржа вториот настан на тема

<http://bi.mk/efektiven-marketing-pristap-za-pretpriemachite-od-pelagoniskiot-region/>

Ефективен маркетинг пристап за претприемачите од Пелагонискиот регион

16/09/2015



Проектот на УСАИД за микро и мали претпријатија, кофинансиран од Владата на

<http://bi.mk/mozhnosti-za-finansiranje-na-razvoj-na-kompaniite/>

Можности за финансирање на развој на компаниите

30/09/2015

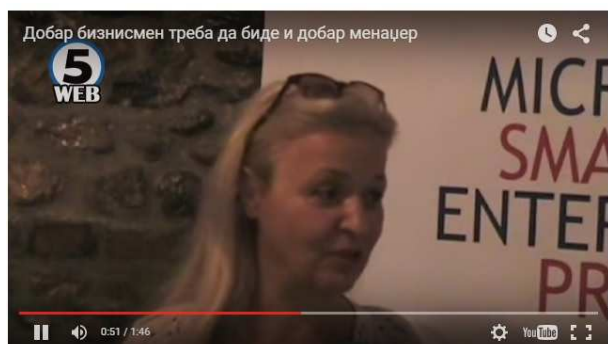


Проектот на УСАИД за микро и мали претпријатија, кофинансиран од Владата на Швајцарија, во рамките на Програмата за претприемачи во Пелагонискиот регион одржа настан на тема Финансирање на развојот на вашата компанија.

Претприемачите од овој регион се запознаа со можностите на финансирање на своите компании и при размената на искуства беше констатирано дека кога станува збор за извори на финансирање, од сите можности што се расположиви во земјава,

Canka Velkova, the coordinator for the Pelagonija Region from MSEP project, speaks about implementation of the Project in Pelagonia region for local TV stations.

http://kanal5.com.mk/vesti_detail.asp?ID=78126



https://www.youtube.com/watch?v=YW9vlpYa_xo



Five success stories were written and shared for internal use of USAID and SECO (please see Annex 1):

1. Aronija Zdrava Hrana - Veles
2. Eko Plast - Tehnika - Kavadarci
3. Geonet - Skopje
4. Certiadria - Skopje
5. Ekstra Fungi - Kochani

1.3. Upcoming activities

- The Certificate Awarding Ceremony will be held on 14th of October 2015;
- In the period that follows, the recruitment of new generations for basic and advanced programs in East, Southeast, Vardar, Northeast, Polog, Southwest and Pelagonija regions shall take place;
- Implementation of basic programs will also take place during this reporting period, in the above mention regions;
- Implementation of advanced programs is planned to be conducted in next quarter, by joining the groups from Southeast and Vardar region, Northeast and Polog region, Southwest and Pelagonija region and one group in East region;
- The last session for exchange of experience will be held for the group in Skopje.

2. Result 2/Component 2: Business Support Services

2.1. Accomplishments

As of the start of the project in July 2011, total of 168 project beneficiaries used or expressed interest to use offered Business Support services such as: technical assistance from local consultants, technical assistance from international consultants, support for accessing the neighboring markets and support for accessing regional markets, attending local conferences, analysis of the economic health indicator of the company etc.

2.2. Activities

In the reporting period we continued **with implementation of planned component activities** and presentation of offered services for the participants in the basic programs. **More specifically, the following activities took place:**

1. In-company interventions by local consultants, regional consultants and project staff:

- *Meet a professional service* - the restaurant and pizza place **Enjoy** from Gevgelija, participant in third generation of Entrepreneurship Class in South-East region expressed an interest for finding a professional chef who will teach the existing staff and newly employed assistant

chef on how to prepare meat meals. The process of identifying a chef from one of the restaurants in Skopje continued in this quarter as well.

- *Services for transfer of knowledge from a foreign consultant* –with **Uniplast Struga**, participant in the first generation of the Entrepreneurship Class in South-West region; during this quarter, the team was making arrangements and discussing the specific conditions for the engagement of the consultant and his transfer of knowledge.
- *Services from a local consultant for delivery of training for sustainable picking of berries/mushrooms* – the team was working on arranging the training for sustainable picking of berries/mushrooms for *Extra Fungi*; this training will support Extra Fungi to fulfill the Environmental Compliance requirements.
- *Services from local consultant for ISO standardization*– the team has conducted competitive procurement for implementation of ISO 9001 and ISO 140001 for **Vodoplast** a company for trade with metals from Kocani, participant in the first generation of Entrepreneurs Class in East Region; offers from three companies were received, the selection process is on-going.
- *Services from local consultant for financial management software* – Koletrans, a transportation company, participant in the first generation of Entrepreneurs Class in East Region, requested purchase of a financial management software; the procurement process was conducted in this quarter.
- *Services from foreign consultants – procurement of broadcast software* - **TV Kobra** Radovis, a regional TV services and another participant in the first generation of Entrepreneurs Class in East Region, requested support for procurement of software for program broadcasting. Due to the previous established cooperation and specific hardware, the procurement was done through a non-competitive process from a Latvian company SIA Stream Labs. The software was installed and is operational.
- *Business Support Services for Definition of the Organizational Structure of Aronija Zdrava Hrana Skopje* –Jovan Madjovski, Chief of Party of MSEP continued to provided support to the management team of Aronija on the definition of the organization structure, analysis of the needs of middle level managers, analysis of the current candidates in the company for management positions and analysis of the obligations and responsibilities of the Top Managers that should be delegated to the middle level managers. This is done as a part of the planned BSS/Technical assistance provided by project staff.
- *Expressed interest for Business Support Services* – an interest in using BSS services were expressed by three companies: Trafo, a trade company from South-west Macedonia, participant the first generation, Geonet, participant in CEED Grow G9 in Skopje region and File Turs, participant in the first generation of Entrepreneurs Class in East Region. Currently, the team is discussing and processing their interests.

2. Access to regional markets

- Organization of Introductory Market Meeting in Serbia held on September 22, 2015 and B2B meetings with companies from Serbia, Albania and Kosovo.

This meeting was part of a broader USAID REG initiative on establishing b2b relations among women entrepreneurs in the region. Out of 29 participants, six represented (five women and one man) MSEP and were actively involved in the match-making activities as well as in the presentations of the investment and doing-business conditions in the respective countries.

3. Access to finance – Business Angels Co-Investment Fund (BACIF)

After the investment in CBC Kolektiv / CoffeeBreakCourses, BACIF conducted a meeting with the owner, Petar Ninovski. At the meeting, the team discussed about the progress of the delivery of the courses, the re-branding of CBC to We Courses, and the development of the business concept and ideas in general .

In addition to this, BACIF and CEED Business Angels continued had an “advanced phase negotiation” with one of the potential investees, Aleksandar Dimovski. Aleksandar’s idea includes concentration sun electric power plants that can produced electricity, including the period after sunset. A pre-requisite for this is to produce a “Multi Junction Solar Cell”.

4. Access to a Business Support and Growth Environment

The team is working on preparation to make the center for access to business support and growth environment fully operational by searching potential venues for the center, gathering prices for equipment and furniture, drafting budget, drafting package offerings and setting the pricing. In addition, the team had several meetings with Summer Week Travel Alumni for establishing a potential cooperation with them for the recruitment of start-up participants in the center, which would add an extra value to the idea.

2.3. Upcoming Activities

In the upcoming period we will continue with started activities for delivery of Business Support Services for the companies that have sent applications and expressed interest, as well as with organizing access to finance and access to foreign markets activities. New investments will be made and the Access to Business Support and Growth Environment center will become operational.

3. Result 3/Component 3: Equity, Quasi Equity and Angel Capital Funding

3.1. Accomplishments

Micro Investment Fund (MIF or the Fund) is a private equity fund with initial capital commitment of USD 800,000 registered in June 2012 in the Private Equity Funds Register within the Macedonian Security Exchange Commission in accordance with the Macedonian Law on Investment Funds. The fund is founded by a Foundation CEED Macedonia and represents a part of a “Micro and Small Enterprises Project” awarded by USAID, more exactly the third component of the aforementioned project. The fund is managed by a Fund Management Company - SPMG Capital Skopje, which was

selected and approved by USAID as a sub-contractor for the third component of this project, in accordance with the Cooperative Agreement No. AID-165-A-11-00002.

3.2. Activities

Right after the MIF foundation, the investment team has started with the further stages of the investment process, more exactly with screening of the existing MSEP participants (I and II component) in order to identify some potential investees. After the delivery and receipt of the first and second questionnaires to all interested MSEP participants, several meetings were organized with the owners/managers of the companies that we consider prosperous for investment.

- After performing a due diligence procedure, presentation of the company to the IRC, and approval of both IRC and USAID observer, the MIF's first investment was made in Aronija Zdrava Hrana on June 06th, 2013.
- MIF's second and third investments were made in Geonet GPS and Extra Funghi on 18th and 22nd February 2014, respectively.
- MIF approved additional 50,000 USD debt financing for Aronija on May 16th, 2014, related to launching the first gluten-free product line.
- The fourth investment of MIF in Eko Plast - Tehnika (engaged in plastic recycling of "PET" waste plastic bottles) was approved by MIF's IRC on June 13th, 2014.
- The fifth investment was made in Certiadria (engaged in providing professional educational and certification services in the IT industry in the Adriatic region) on September 9th, 2014.
- The sixth investment was made in Dals (engaged in spiral notebook & arch file manufacturing, and stationary trade) on March 11th, 2015.
- The second tranche of the loan in Eko Plast-Tehnika was disbursed on March 13th, 2015.
- The second tranche of the loan in Certiadria was disbursed on May 6th, 2015.

Further on is presented a brief overview of the investees and some of the potential companies for investment.

- **Aronija Zdrava Hrana - Veles – (Healthy food production and trade)**

Stage: Investee

Company Overview. Aronija Zdrava Hrana is a company engaged in manufacturing and trade of natural and organic food. The company exists on the market for about 10 years and is located in Veles. The company is engaged in the light manufacturing of various types of health food, more exactly vegetarian and vegan food. The product range is extended with a lot of imported goods in order to complete the healthy food program and meet the customers' requirements. In September 2012, the company acquired the renowned retail store specialized for health food - "Biona", while at the end of March 2013 it launched one

more retail store under the same brand name. The management team of the company consists of husband and wife (Mr. Nenad Staik and Ms. Aneta Staik) fully committed to the business with extensive working experience in the health food industry, mainly in the developed countries.

After performing a due diligence procedure, presentation of the company to the IRC, and approval of both IRC and USAID observer, the MIF's first investment was made in Aronija on June 06th, 2013. The required MIF's funds were partially used for adaptation of manufacturing facilities to comply with HACCP standards. Furthermore, the funds will be used for expansion of the production capacity & new equipment (used for the production of the existing and new products) and for the permanent working capital purposes. In addition, MIF investment team was working closely with the company to select a responsible person for development of the distribution capability of the company.

Since the beginning of 2013, the MIF's investment team actively participates in the company's ongoing re-organization process that started with implementation of the software for material accounting. Since September 2014, the material accounting software was completely replaced with an ERP software solution (tailored to small companies). This solution is to be useful for establishment of the sound accounting and internal control system, which should assist the company to further improve its internal business processes (effectiveness, efficiency and economy). Moreover, MIF investment team takes frequent discussions on the company's long-term strategy.

The successful track-record shortly after the initial investment, contributed MIF to approve an additional 50,000 USD debt financing for Aronija on May 16th, 2014, related to launching the first gluten-free product line.

As a result of its 10 year anniversary, the company rebrended all of its product lines under the name "Biocosmos", having in mind the future growth possibility through selling franchise agreements to other health food stores. They already started informal cooperation with one health food company – Marvik, agreeing to rebrand its 5 stores under the trade mark "Biocosmos". Including the two stores in Skopje, one in Veles and one in Ohrid, Aronija launched its fifth store in Bitola, during the third quarter of 2014.

Furthermore, in order to support the strong growth path of the company, on September 12th, 2014, MIF's IRC approved an additional investment of EUR 200,000 from the SEAF Macedonia II Fund by which SEAF was accepted as an additional partner/co-owner in the company. The investment was structured as a mezzanine type of deal, providing EUR 15,000 contribution in equity and EUR 185,000 loan (that should be disbursed in three tranches). The company is expected to employ more than 30 new people over the next 5-6 years.

The company's sales revenue in the third quarter of 2015 has increased for 41% (YoY), reaching MKD 30 million (≈EUR 486k). Due to its rapid growth, the company has started a reorganization process and ERP software implementation (ERP solution tailored for small

companies), in which SPMG investment team is deeply involved. This implementation has been completed at the end of June.

During the third quarter of 2015, the company was in the process of preparing more commercial products like organic and gluten-free crunchy muesli with various seeds and cornflakes. As part of the general marketing activities of the company, new packages were introduced for most of the products.

- **Geonet GPS – Skopje (GPS solution and IT)**

Stage: Investee

Company Overview. Geonet was founded by Mr. Tode Bucevski in 2003 as a limited liability company as the first company in the country engaged in implementation of advanced GPS solutions that enable follow up, monitoring and vehicle safety, and planning of their movements on very simple and sophisticated way. Continuously growing in the area of its core competencies, Geonet now represents the leading GPS fleet management service provider. The number of the company's full time employees is 13, with a capacity of employing additional 5-7 employees in the next 4 to 5 years. The company is completely focused on meeting the client's requirements & needs by offering them a tailor-made GPS solution and premium quality service, pre and after sales.

MIF's investment team closed the investment deal on 18th February 2014. The company's 2014 results did not exceed the MIF's projected sales level, but MIF's investment team was assured by the GM that MIF's projected revenues will be accomplished in the upcoming period. The growth deceleration in 2014 was due to the slow immediate response of prospective clients for the new products launched by Geonet, postponing the initially projected growth.

As a result of the continuing efforts in R&D, Geonet has launched 2 new products ((1) protection from stealing / remote electronic blockage for motorcycles and (2) video surveillance linked with the gps devices) at the beginning of 2015 and continued the negotiation with several prospect clients in the third quarter of 2015.

- **Extra Funghi - Kocani (Mushroom & Wild Forest Fruit wholesaler)**

Stage: Investee

Company Overview. Extra Funghi was founded by Mr. Sashko Antovski in 2006 as a limited liability company that started with buyout and processing of wild forest mushrooms intended for export sales. In 2007 the company decided to build modern production and cooling facility in order to improve the conditions for export and to increase the production and storing capacity, further expanding the business in the area of fruits and vegetables. In 2012 the company constructed additional part to the facility. Currently, the cooling facility is

comprised of nine freezers with total capacity of 4,420 m² (five are with capacity of 500 m³, two with capacity of 150 m³ and another two with capacity of 1400 m³ and 220 m³).

In 2008 the company expanded the product range with additional wild forest fruits, such as blueberries, blackberries, rose-hip, etc., while in 2012 they added fruits like plums, strawberries, melon and apples to the product range, further increasing the capacity utilization by shrinking the seasonality gaps in the business. The area of Kocani (120 km south-east from Skopje), where the company's operations take place, is well known by its agricultural production. Having a large number of sunny days, fertile soil and clean environment, Kocani is famous by its tasty and healthy fruits and vegetables.

Extra Funghi has a successful track record of increasing its sales revenue and profits - which have been reinvested to finance growth. The company is completely focused on the EU market, for which the market demand constantly increases. By having a good cooperation and solid business links with local farmers and forest fruits collectors from Osogovo Mountain, Extra Funghi creates a link to demanding markets for high quality mushrooms, fruits and vegetables. MIF's investment team closed the investment deal on 22nd February 2014.

Currently, the number of company employees is 25, which is increase of 17 (newly created jobs) since MIF's initial investment. 10-15 new employments are planned in third quarter of 2015. The company's sales revenue in 2014 increased by 53% reaching MKD 137 million (≈USD 2.491 million), exceeding MIF's projected sales level by 37%.

The company's sales revenue continues to grow in 2015. Extra Funghi is making best efforts to expand its customer base exporting on the Kosovo market in the third quarter of 2015. The possible succesfull bussiness arrangements will be known in the upcoming period.

- **Eko Plast-Tehnika - Kavadarci (plastic recycling of "PET" waste plastic bottles)**

Stage: Investee

Company Overview. Eko Plast – Tehnika was founded by a single owner - Mr. Riste Andov in January 2014, as a limited liability company engaged in plastic recycling of "PET" waste plastic bottles that are used in the production of pet flakes, which is the basic raw material for polyester fibers used for packaging of food & beverages, cosmetics, detergents and pharmaceutical products.

The owner has extensive experience in this business, holding the General Manager position at a similar company – "Di-Mir Group" for more than 3 years, which after some disagreements with the company owners he decided to terminate his employment, in order to establish and run his own company in the same industry. The company pursues triple bottom line objectives, more specifically, the commercial, social and environmental objectives. Currently, the number of company employees is 8, which is increase of 2 employees since the MIF's initial investment. 7 new employees are expected to be employed in the upcoming quarter.

The company's 2014 results exceeded MIF's royalty fees threshold but did not reach the targets for disbursement of the second loan tranche. This was mainly due to procurement of an additional line of equipment for significantly lower price, but before the disbursement of the second loan tranche – initially planned for the aforementioned investment (therefore decreasing the initially planned working capital of the company and decelerating the projected growth). Nevertheless, the second loan tranche was disbursed in March 2015, after modified disbursement proposal was approved by IRC. It should enable exceeding the forecasted sales growth in the upcoming period.

- **Certiadria (Licencing & certification of IT professionals)**

Stage: Investee

Company Overview. Certiadria is regional education and certification company for the Adriatic region. Company was established in July 01, 2012, it is located in Skopje and cover territory of following nine countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Malta, Montenegro, Serbia and Slovenia.

Certiadria is committed on providing educational and certification services in Adriatic region for global professional impact and builds strong connections between academic and industry world.

What differentiates and gives unique value to Certiadria are the partnerships established with the world's leaders in publishing and certification. Being leader in this field and offering world recognized education and certification solutions, they ensure companies, educational centers, academic and government institutions, that together they play a major role in society in a manner of creating and providing professionals through their services. The idea for entering into this area was brought by the vision to bring Adriatic countries closer to the digital world of professionalism and to set world standards and values.

MIF invested in the company on September 9th, 2014. The company's sales revenue in 2014 increased for around 90% reaching approximately MKD 2,95 million (~USD 56 thousands). The company's 2014 results exceeded the MIF's projected sales level for approximately 60% and the threshold level for the royalty fees. In 2015, the company is in line with MIF projections. Currently the number of company employees is 2, which is addition of 1 newly created job since the MIF's initial investment. On May 6th, 2015 the second loan tranche was disbursed to Certiadria.

- **Dals (Stationary trader and producer)**

Stage: Investee

Company Overview. Dals is a stationary trading company that has recently entered in the production of spiral notebooks and arch files with various designs. All manufactured products are exported to Turkey, Bosnia, Bulgaria, and Montenegro, with plans for further

expansion to the Kosovian, Hungarian, Croatian, Slovenian, and Greek market in the forthcoming period.

In 2014 the company export comprised around 1/3 of the total revenues, tending this proportion to significantly increase in favor of export. The company strategy is to continuously decrease the pure trading activities and to completely focus on production and export. This strategy will ultimately result in import substitution.

MIF completed the investment in Dals on March 11th, 2015. The funds will support the company's growth, financing the working capital needs, software implementation and purchase of new equipment. The company succeeded to buy the equipment during the first quarter of 2015 and has already started with implementation of the planned projects that should ensure the company growth. In the third quarter of 2015 the Company is focused on export of its products to the Kosovian market.

Pipeline of potential investments

- La Dama - First local producer of women stockings
- Digital Star (Creative house) - Company for digital marketing
- Uniplast - Van Hool supplier of plastic parts

3.3. Upcoming Activities

The investment team will continue with the pipeline development, and development of the investment opportunities. The team will make best effort to include in its pipeline companies owned by persons from Albanian nationality. Moreover, investment professionals will be further involved in the strategic issues of its six investees - Aronija, Extra Funghi, Geonet, Eko Plast-Tehnika, Certiadria and Dals. The prospect companies that fulfill the investment criteria will be presented to the IRC as soon as possible.

4. Project Management Activities

During the reporting period regular activities related to administration, finance and management of the project have been undertaken.

During the reporting period we finalized and received approval for the annual project Work Plan 2015 – 2016.

In September 2015, the the audit for the additional USAID funds received in 2014 was finalized and modified Audit Report for 2014 was sent by the auditors to RFMC Sarajevo.

In September 2014 we engaged the local consulting company KA Group Skopje to conduct external of MSEP. The overall purpose of the evaluation is to examine the concept, design, implementation, efficiency, effectiveness, relevance, impact and sustainability of the Micro and Small Enterprises Project. It will assess progress to date and identify areas for improvements that will facilitate the attainment of the planned results. The evaluation will:

- Assess the progress and effectiveness of project activities to date,
- Determine the overall impact on the economy in regions where project activities are being implemented,
- Analyze the successes, challenges and shortcomings, and
- Recommend modifications for potential improvement.

It is expected that the evaluators will provide final evaluation report by the beginning of November 2015.

5. Monitoring and Evaluation

In the reporting period we started the regular annual monitoring and evaluation activities. We have prepared questionnaire and organized meetings with the project beneficiaries that participated in the training programs in the past year. It should be noted that the participants in the Entrepreneurs Class Programs in Pelagonija and Northeast regions are not included in this evaluation because the programs were not finalized by the end of this reporting period. These participants will be evaluated in next year. The results of conducted M&E activities are presented in the attached PMP – Annex 2.

Annex 1 – Success stories

Aronija Zdrava Hrana, Veles

Aronija Zdrava Hrana is a company engaged in manufacturing and trade of natural and organic food. The company exists on the market for about 10 years and is located in Veles. The company is engaged in the light manufacturing of various types of health food, more exactly vegetarian and vegan food. In September 2012, the company acquired the renowned retail store specialized for health food - Biona, while at the end of March 2013 it launched one more retail store under the same brand name.

Aronija has been part of the USAID's Micro and Small Enterprises Project, implemented by CEED Macedonia, since the start of the project when the manager/owner Aneta Stajik joined the first generation of the Entrepreneurs Class program 2011/2012 in Vardar Region. During the years the company participated and used the services of all three project components. The entrepreneurial program and exchange of experiences with peers helped them to advance their business practices and improve the organizational structure. Within the Business support services offered as part of the project Component 2, Aronija was provided with consultancy services for implementation of HACCP standard in their production facilities as well as installation of new accounting financial software for material accounting. In June 2013, MIF made its first investment in Aronija in amount of 50,000 USD. Those funds were mainly used for finalization of the procedure for implementation of the HACCP standards and for expansion of the production capacity, new equipment, and for the permanent working capital purposes.



The successful track-record shortly after the initial investment, contributed MIF to approve an additional 50.000 USD debt financing for Aronija on May 16th, 2014, related to launching the first gluten-free product line.

As a result of its 10 year anniversary, the company rebrended all of its product lines under the name Biocosmos, having in mind the future growth possibility through selling franchise agreements to other health food stores. They already started informal cooperation with one health food company – Marvik, agreeing to rebrand its 5 stores under the trade mark [Biocosmos](#). Including the two stores in Skopje, one in Veles and one in Ohrid, Aronija launched its fifth store in Bitola, during the third quarter of 2014.



"Since the Fund's first investment in our company, we have increased the number of products, turnover, number of outlets, as well as the number of employees. We have at least 30 new employees so far. Our plan is by using the investment to continue with growth and development, to increase the export and to improve the situation on the domestic market", says Aneta Stajik, owner of Aronija.

In order to support the strong growth path of the company, on September 12th 2014, MIF's IRC approved an additional investment of EUR 200.000 from the SEAF Macedonia II Fund by which SEAF was accepted as an additional partner/co-owner in the company. The investment was structured as a mezzanine type of deal, providing EUR 15.000 contribution in equity and EUR 185.000 loan (that should be disbursed in three tranches). The company is expected to employ more than 30 new people over the next 5-6 years.



During the second quarter of 2015, the company was in the process of preparing more commercial products like organic and gluten-free crunchy mueslie with various seeds and cornflakes. As part of the general marketing activities of the company, new packages were introduced for most of the products.

The management team of the company consists of husband and wife, Mr. Nenad Staik and Ms. Aneta Staik.

Cleaner Environment: The company Eko Plast-Tehnika from Kavadarci recycles plastic



Cleaner Environment: The company Eko Plast-Tehnika from Kavadarci recycles plastic waste

Founded at the beginning of 2014, Eco Plast – Tehnika from Kavadarci is relatively new company on the Macedonian market. The company recycles plastic (PET waste bottles), and after the technological/mechanical process is done the final product is pet flakes.

These flakes are used as a raw material for producing polyester fiber, granules and pet boards, used for packaging of food and beverages, cosmetics, detergents and pharmaceuticals. The polyester fibers, produced from pet flakes, are used as raw material in the textile and garment industry.



Company's owner Riste Andov, explained in detail the recycling process, which consists of separation, grinding, washing, drying and packaging.

"At the beginning of the process, the bales of collected plastic are scattered and put on a tape. First, labels and corks are mechanically removed, and then washed. Regarding the selection process, the employees extract all the primary things like glass, cans, debris, etc... that are supposed to be removed from the final product. Then the plastic grinds on two mills with different cross section. The grinded material is washed with cold water and pet shells are made, followed by the process of hot washing (80°C). The washing is done by special chemicals for this kind of plastic, and after that comes complete decomposition of all debris from the plastic. This is followed by rinsing process with clean water in three tubs of open type. When the rinsing is done from the third tub, we get clean pet flakes. Finally an air transport system using hot air, dries the plastic and packs it in compressed plastic bags."



The company produces two final products: transparent, clear flakes made from transparent light blue bottles, and mix flakes made from bottles with different colors.

“The suppliers of plastic waste are legal entities, and there is enough raw material as well”, says Andov. The final product goes completely for export in Germany and Italy, and we are also expecting our first export to Slovenia soon.



In order to realize its idea, to finance working capital needs associated with the introduction of an additional shift in the manufacturing process, as well as to buy additional equipment, in June 2015, Eko Plast – Tehnika, with support from the USAID's Micro and Small Enterprises Project, implemented by CEED Macedonia, received investment from Micro Investment Fund (MIF).

With this investment, the company plans to open another production line, which would complete the initial concept and idea and increase the number of employees.

Certiadria's certificates prove digital literacy

Certiadria is regional educational and certification company in IT industry in the Adriatic region. The company is relatively new. It was established in Skopje in 2012, and its main objective is through cooperation with educational institutions and commercial companies from the Adriatic region to allow staff and students to demonstrate their computer and Internet skills, validate their skills and productivity and put them on the path to advanced certification.

The Certiadria motto is: Making people more employable, making business more professional.



"Certiadria is Macedonian company, but we work internationally in ten countries from the region. Besides Macedonia we have offices in Albania, Bosnia and Herzegovina, Bulgaria, Kosovo, Malta, Slovenia, Serbia, Croatia and Montenegro. In all these countries we have authorized Certiport testing centers where the clients take exams and receive certificates. We work most with academic institutions or educational institutions, and I can say that we collaborate with 50 to 80 educational institutions from the region, with the biggest centers from all countries", says Hristina Kerkez, development manager.

Certiadria is authorized partner of Certiport for the Adriatic region. Certiport is a world market leader in certification exams and preparatory tests for educational institutions, organizations for workforce development and technology-oriented commercial centers. Certiport creates and markets certification programs for the leading companies in the IT section: Microsoft® Office Specialist, Microsoft® Technology Associate, Microsoft Certified Educator, Adobe® Certified Associate, Adobe® Certified Expert, IC3 Digital Literacy certification, HP Accredited Technical Associate, CompTIA Strata™ IT Fundamentals, Autodesk® Certified User, Intuit® QuickBooks Certified User.



“There are three major companies for IT certification, Prometric, Pearson VUE and Certiport. They all work with major vendors like Microsoft, Oracle, Java, Adobe, Autodesk, Cisco... Actually all vendors which have exams and give certificates go through these three certification houses. Prometric and VUE have IT Pro exams and are generally targeted towards IT professionals, while Certiport has exams and certificates that apply to wider group of people, not only for experts or people from the IT sector. We work with Adobe programs in the part of creative industries, we use Autodesk for architects and engineers, we have several Microsoft programs, like the first program in IT industry Microsoft Technology Associate, Microsoft Certified Educator for teachers and the most popular program in the industry - Microsoft Office Specialist for all those who want to prove digital literacy or knowledge in the world’s most famous application of computing - Microsoft Office”, explains Kerkez.

The motive of having Certiadria is channeling the workforce through certification to the industry. The company is committed to creating a wide network of qualified and independent authorized testing centers which know how to meet the individual needs of the candidates following the fast change of business climate.

"Digital literacy is much discussed topic lately, especially in the European Union. Soon, we will have to prove our digital literacy the same way we prove knowledge of a foreign language. By 2020 90% of job positions will require computer work. Unlike European countries, the culture of certification here was very low, so together with the vendors we made agreement to promote the exams and certificates and the effects are already visible. On the other hand, when on a certain job market appear generations with Microsoft certificates, the industry sees that and sets standards. Our goal is to institutionalize the certification so the state would recognize it as a standard. We are trying to accomplish that in the countries where we operate, so we can impose the European standards in the region", says Hristina Kerkez.



In order to expand the team and to penetrate quickly on the market, in 2014 the company received investment from Micro Investment Fund (MIF), which is funded by USAID and is part of USAID's Micro and Small Enterprises Project, implemented by CEED Macedonia.

Ekstra Fungi: Company which quality is recognized on the European market

Ekstra Fungi, private company from Kočani, started working in 1988 as family owned business. It is company for purchase, processing and export of high quality forest mushrooms and fruit.

In 2007 the company expanded with new modern facility for cooling, thus creating conditions for their own export, and the company started producing their products with higher quality. In 2013, in order to expand the activities in fruit area, the company built modern part for processing food as well as new cooling facility with large capacity.

In 2013, Ekstra Fungi launched new brand, Extra Food, packed frozen and dry forest mushrooms and frozen fruit, for retail in Macedonia and abroad.



"The area around Kočani, where the company's headquarters are situated, as well as the processing facility, is well known by its agricultural production. The large number of sunny days, the fertile soil and the clean environment in Kočani and the whole country, contribute to the high quality of the fruit, vegetables and forest fruits", says Sashko Andonovski, CEO of Ekstra Fungi.

Company's most famous products are: forest mushrooms, forest fruits and fruit.

With its long tradition in the mushroom business the company offers a wide range of fresh, frozen and brined mushrooms like porcini, chanterelle, saffron milk cap, plain morel... (jajcharka, gjurgjovka, livadarka). From forest fruits range Ekstra Fungi offers rosehip, blueberry, blackberry, aronia, as well as melons, plums, strawberries...

Ekstra Fungi is export oriented company and almost 95% of its products are placed on foreign markets.



"The reliable and long-term cooperation, as well as the strong business relations with the local farmers and berries gatherers from the country, make Ekstra Fungi to be recognizable on the foreign market by its quality, professionalism and reliability in operation. Geographically our most important markets are France, Italy, Spain, Germany, Czech Republic, Austria and some other European countries. Most of the export goes to the processing industry, and part of is for direct consumption", says Antovski.

With the support from USAID's Micro and Small Enterprises Project, through the investment of Micro Investment Fund (MIF), the company plans to increase its market share through product development, as well as through entry into new foreign markets, by using the existing established relations with our foreign business partners.





"With its extensive experience and professional performance, Ekstra Fungi developed high sense for customer needs. Quality, satisfied customers and business ethics are the things that make Ekstra Fungi recognizable in European business culture", emphasizes Antovski.

Ekstra Fungi was participant from Southeast Region in the Entrepreneurs Class program, USAID's Micro and Small Enterprises Project in 2013/2014, implemented by CEED Macedonia.

Geonet – Advanced GPS solutions for up to 40% cost savings

Geonet is company with more than ten years of experience, aimed at bringing the advanced technologies to companies from different industries with a single objective - facilitating and promoting their daily operations. The company was established in Skopje in 2003, as the first company in the country that operates in the area of implementation of advanced GPS solutions that enable monitoring and security of vehicles, as well as planning of their movements in a simple and sophisticated manner.

With support from USAID's Micro and Small Enterprises Project, implemented by CEED Macedonia, through steady growth in its core business, Geonet is now a leading provider of GPS Fleet Management services (managing vehicles from the companies' fleet used for daily tasks and responsibilities).



"The advantage of using the devices as an integral part of the companies' GPS solution is in its application to all branches and industries, and in the cost savings with up to 40% by reducing intentional and unintentional misuse of vehicles from the user. When the misuse is reduced, companies move to the next step, which is optimization of the daily operations and of course increasing the efficiency by using the GPS solution", says Tode Bucevski, general manager of Geonet.

Industries that benefit from the Geonet solution the most are transport and logistics, distribution of various products, bus and taxi transport, construction and mining machinery and equipment, security patrols and transportation of money and values (goods).

In February 2014, USAID invested in Geonet through Micro Investment Fund (MIF).



"With the help of USAID's investment we will continue to work on bringing the benefits of the GPS technology to every individual in their everyday life such as: monitoring the situation and the location of elderly and disabled people, children, pets, other animals, as well as protection of other valuable items which are left outside such as bicycles, motorcycles, mopeds, coffee machines, refrigerators, trailers, boats, scooters. Along with the rising portfolio of products and services the need for new jobs will rise as well, for which we believe will be 3-5 employees in the next two years, and we expect the numbers to double by the end of the five years of the investment", says Bucevski.

Geonet plans to expand in the region and beyond, by finding true partners who know the market and the opportunities for successful placement.



Annex -2

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
Goal/Objectives/Components/Activities (use what is applicable)											
Goal: Fostering job creation in the country											
1. Number of new created jobs	Created job is job position (full/part time, long/short term) within the microenterprise opened after the start of the Entrepreneurial Class program (surveyed till the end of year 5 of project life).	Unit: Number Disaggregated by: -Gender	Data Source: - Quality Assurance Forms (Feedback on programs by participants at the end of programs, feedback on used Technical Assistance interventions and Business Support Services) - Quarterly Financial Reports Collection method: Individual surveys, Reports by Fund Manager	Baseline established at the beginning of the program. Measured at the end of the program and annually upon graduation (surveyed till the end of year 5 of project life) Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 15 Actual: 36 By gender: -Male: 27 -Female: 9 By region: -Skopje: 16 -Vardar: 15 -Polog: 3 -East: 2	Target: 50 Actual: 70 By gender: -Male: 41 -Female: 29 By region: -Skopje: 21 -Vardar: 3 -Polog: 4 Southeast: 13	Target: 95 Actual: 61 By gender: Male: 37 Female: 24 By region: Skopje: 16 Vardar: 29 Polog: 9 Southeast: 7	Target: 100 Actual: 46 By gender: Male:17 Female: 29 By region: East:10 Vardar: 19 Polog:11 Southwest: 5	Target: 133 Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
2. Number of work opportunities created (<i>monitoring only</i>)	<p>Number of work opportunities includes number of persons that after the start of the Entrepreneurial Programs have been engaged by the company to work for money (in cash or kind) or for gain at least 1 hour (surveyed till the end of year 5 of project life)*</p> <p>* in accordance with ILO definition of employed person "According to the ILO definition, the employed comprise all persons above a specified age who during the reference period were either (i) at work or (ii) with a job or enterprise but not at</p>	<p>Unit: Number</p> <p>Disaggregated by:</p> <p>-Gender</p>	<p>Data Source:</p> <p>- Quality Assurance Forms (Feedback on programs by participants at the end of programs, feedback on used Technical Assistance interventions and Business Support Services)</p> <p>- Quarterly Financial Reports</p> <p>Collection method: Individual surveys, Reports by Fund Manager</p>	<p>Baseline established at the beginning of the program. Measured at the end of the program and annually upon graduation (surveyed till the end of year 5 of project life)</p> <p>Responsible person: Elica Aleksova Najdovska</p>	Oct'11-Sept'12	0	<p>Target: /</p> <p>Actual: 74</p> <p>By gender:</p> <p>-Male: 51</p> <p>-Female: 23</p> <p>By region:</p> <p>-Skopje: 33</p> <p>-Vardar: 23</p> <p>-Polog: 17</p> <p>-East: 1</p>	<p>Target: /</p> <p>Actual: 82</p> <p>By gender:</p> <p>-Male: 55</p> <p>-Female: 27</p> <p>By region:</p> <p>-Skopje: 17</p> <p>-Vardar: 36</p> <p>-Polog: 14</p> <p>-Southeast: 11</p> <p>-East: 4</p>	<p>Target: /</p> <p>Actual: 61</p> <p>By gender:</p> <p>-Male: 35</p> <p>-Female: 28</p> <p>By region:</p> <p>-Skopje: 12</p> <p>-Vardar: 22</p> <p>-Polog: 13</p> <p>-Southeast: 5</p>	<p>Target: /</p> <p>Actual: 79</p> <p>By gender:</p> <p>-Male: 48</p> <p>-Female: 31</p> <p>By region:</p> <p>-Skopje: 19</p> <p>-East: 18</p> <p>-Vardar: 6</p> <p>-Polog: 2</p> <p>-Southwest: 34</p>	<p>Target: /</p> <p>Actual:</p>

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
	<i>work (i.e. persons temporarily absent from work). Persons at work are defined as persons who during the reference period performed work for a wage or salary, or for profit or family gain, in cash or in kind, for at least one hour.</i>										
3. Value of revenues growth in assisted microenterprises (<i>monitoring only</i>)	Value of revenues growth is the value of revenues gained during the 5-year project life compared against the revenue baseline established at the beginning of the program.	Unit: Number	Data source: - Entrepreneurs Class and Business Support Services Application Forms - Quality Assurance Form (Feedback on programs by participants at the end of programs) - Quarterly Financial Reports Collection methods: Individual surveys,	Baseline established at the beginning of the program and usage of the Technical Assistance and Business Support Services. Measured annually (surveyed till the end of year 5 of	Oct'11-Sept'12	0	Target: / Actual: \$ 815,967 By region: - Skopje: \$ 233,853 - Vardar \$ 465,656 - Polog \$ 127,500 - East - \$ 11,043	Target: / Actual: \$ 488,630.50 By region: - Skopje: -\$ 5,284.61 - Vardar \$ 376,181.89 - Polog \$ 122,858.3	Target: / Actual:	Target: / Actual: \$322,781.57 By region: -Polog: -\$20,430 -Skopje: \$56,224.76 - Southwest: \$260,934.78 East: \$26,052.02	Target: / Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
			Reports	project life) Responsible person: Elica Aleksova Najdovska				5 - Southeast - \$ 5,125.13			
4. Value of export in assisted enterprises (<i>monitoring only</i>)	Value of export in assisted microenterprises is the value of total annual revenues of the microenterprise gained through exporting activities	Unit: Number	Data source: - Entrepreneurs Class and Business Support Services Application Forms - Quality Assurance Form (Feedback on programs by participants at the end of programs) - Quarterly Financial Reports Collection methods: Individual surveys, Reports	Baseline established at the beginning of the program and usage of the Technical Assistance and Business Support Services. Measured annually (surveyed till the end of year 5 of project life) Responsible person:	Oct'11-Sept'12	0	Target: / Actual: \$ 40,491 By region: - Skopje: \$ 6,396 - Vardar \$ 24,893 - Polog \$ 9,201 - East \$ 0.00	Target: / Actual: \$ 244,526 By region: -Skopje: 0\$ -Polog: \$ 149,239 -Vardar: \$ 62,609 - Southeast: \$ 32,678	Target: / Actual: \$ 928,033.48 By region: -Skopje: 0\$ -Polog: \$ 893,210 -Vardar: \$ 34,824 - Southeast: \$ 0	Target: / Actual: \$ 54,132.85 By region: -Skopje: -5,541.07 - Southwest: \$59,673.91	Target: / Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
				Elica Aleksova Najdovska							
5. Value of generated cost-share	Cost-share is income received from: the participants in the Entrepreneurs Class programs, project beneficiaries using Technical Assistance and Business Support Services and income received/collected from investees	Unit: Number Disaggregated by: -Project components -Regions	Data source: • Financial Reports • Issued invoices • Bank statements Collection methods: Reports	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: \$ 12,350 Actual: \$ 14,026.39 By project components: -Comp.1: \$ 13,541.18 -Comp.2: \$ 485,21 By regions: -Skopje: \$5,824.25 -Vardar: \$4,884.96 -Polog: \$2,603.37 -East: \$ 713.81	Target: \$ 53,400 Actual: \$ 30,795.18 By project components: -Comp.1: \$ 22,915.38 -Comp.2: \$ 7,879.80 By regions (comp.1): -Skopje: \$12,875.29 -Vardar:	Target: \$ 82,300 Actual: \$ 86,640	Target: \$ 64, 311 Actual: \$ 5,834.06	Target: \$ 93, 300 Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								\$5,075.22 -Polog: \$1,021.72 - Southeast: \$ 3,943.16			
6. Number of microenterprises introducing new practices	New practice is: introduction of new process, new technology, new business procedure, system, routine, new standards (ISO, HACCP..) etc.	Unit: Number Disaggregated by: -Type of new practice	Data source: - Quality Assurance Forms (Feedback on programs by participants at the end of programs, feedback on used Technical Assistance interventions and Business Support Services) - Reports provided by the Fund Manager	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 30 Actual: 30 By regions: - Skopje: 15 -Vardar: 9 -Polog: 6 -East: 0 Type of practice: -System of personal data protection	Target: 30 Actual: 12 By regions: -Skopje:3 -Vardar: 5 -Polog: 2 - Southeast: 2 Type of practice: -	Target: 30 Actual: 31 By regions: - Skopje:13 -Vardar: 10 -Polog: 3 - Southeast: 5 Type of practice:	Target: 25 Actual: 17 By regions: East:6 Vardar:1 Polog:2 Skopje:4 Southwest: 4 Type of practice: -new system for	2530

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
							- ISO certification -new company organization -improved communication -HACCP certification	Implementation of ISO standards - improve d sales approach -new process organization - multilevel sales -HACCAP - marketing procedures -new business model - new process and new	- Implementation of ISO standards - improve d sales approach -new process organization - multilevel sales -HACCAP - marketing procedures -new business model - new process	material accounting -new product -new machine - automation of production -new equipment -new technology	

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								technology -CRM -new production process - advertising -new business procedure	and new technology -CRM -new production process - advertising -new business procedure		
IR1: Improved business and management practices of microenterprises resulting from practical training programs											
1.1. Number of microenterprises supported by USG enterprise assistance	Includes microenterprises that will enroll their representatives in the Entrepreneurial Class (EC), will sign contracts for participation, pay required cost-sharing fee and attend at least 50%	Unit: Number Disaggregated by: - Regions - Program - Gender - Ethnicity	Data source: <ul style="list-style-type: none"> Signed Contracts for participation Invoices for payment of participation fee Attendance Lists for organized 	Data will be collected at the beginning and at the end of each program Responsible person: Elica	Oct'11-Sept'12	0	Target: 60 Men: 48 Women: 12 Actual: 63 By	Target: 100 Men: 46 Women: 14 Actual: 103 By	Target: 60 Men: 44 Women: 16 Actual: 43 By	Target: 120 (40 to meet the target in Y3 and 80 from Y4) + 19 advanced j	Target: 100 + 95 advanced Men: Women: Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
1.1-a Number of men 1.1-b Number of women	of program events. Advance programs include microenterprises that will enroll their representatives in any of the Marketing, Finance, Sales, Collection or other advance programs, will sign contracts for participation, pay required cost-sharing fee and attend at least 50% of program events. These are repeat clients as in the previous year they have followed the EC, or basic level program.		events Collection method: Reporting by the Regional Coordinators/Component 1 Team Leader	Aleksova Najdovska			region: -Skopje: 26 -Vardar: 18 -Polog: 16 -East: 3 By gender: -Male: 47 -Female: 16 By ethnicity: - Macedonians: 55 - Albanians: 8	region: -Skopje: 46 - Vardar: 2 -Polog: 7 -Polog: 19 - Southeast: 11 By gender: Male: 78 Female: 25	region: -Skopje: 15 - Vardar: 2 -Polog: 10 -Polog: 10 - Southeast: 8 By gender: Male: 30 Female: 13	Men: Women: Actual: 81 By Program: - Entrepreneurs Class: 62 (45 male, 17 female) By region: East: 17 Polog: 10 Skopje: 15 Southwest: 20 Advance Programs: 19 (male 15, female	

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
										4) By program: MArketin g:4 Finance: 6 Sales and Export: 9	
1.2. Person hours of training completed by employees of microenterpris es supported by USG assistance and hours of networking 1.2-a Number of men 1.2-b Number of women	Includes the number of USG-supported training hours that were completed by training participants by using the following equation: hours of USG supported training program X number of people completing that training program Entrepreneur Class – 30 training hours total	Unit: Number Disaggregated by: - Regions - Program - Gender -Ethnicity	Data source: • Attendance Lists for organized events Collection method: Reporting by the Regional Coordinator/MP Team Leader	Data will be collected at the beginning and at the end of each program Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 900 (60 participants X 15 training hours) Men: 720 Women: 180 Actual: 1,465 By regions: -Skopje: 595	Target: 1500 (100 participants X 15 training hours) Men: 1368 Women: 432 Actual: 1,950 EC Vardar region: 215	Target: 2025 (135 participants X 15 training hours) Men: 1478 Women: 547 Actual: 2,296 By Program EC 1290 Finance	Target: 1800 + 285 =2085 (120 participants X 15 training hours + 19 participants x 15 training hours) 18 networki ng events x 5 hours on average	Target: 2925 (195 participants x 15 training hours) 18 networki ng events x 5 h on average x 60 participants

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
	Entrepreneur Class Plus – 30 training hours total Entrepreneur Class Advanced – 30 training hours total						-Vardar: 380 -Polog: 380 -East: 110 By gender: -Male: 978 -Female: 487 By ethnicity: - Macedonians: 1,275 - Albanians: 190	EC Southeast: 280 EC Skopje: 515 EC Polog: 200 EFC Skopje: 300 EFC Vardar: 205 Collection: 235	270 Marketing 510 Energy Eff. 16 Sales 210 By regions: Skopje 840 Vardar 720 Polog 390 Southeast 330	x 60k participants Men: 180 Women: 45 Actual: Total: 1,470 By Program: Entrepreneurs Class: 1,140 Advance program: 330 By region: Skopje: 715 Polog: 145 Southwest: 345	

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
										East: 265	
1.3. Number of sustained jobs	Sustained job is a job position in the microenterprises that will continue to exist till the end of year 5 of project life	Unit: Number	Data source: - Entrepreneurs Class Application Form - Quality Assurance Form (Feedback on programs by participants at the end of programs) Collection methods: Individual surveys, Reports	Baseline established at the beginning of the program. Measured at the end of the program and annually upon graduation (surveyed till the end of year 5 of project life) Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	100% sustained job posts Actual: 100%	100% sustained job posts Actual: 100%	100% sustained job posts Actual: 97%	100% sustained job posts Actual: 95%	100% sustained job posts
1.4. Value of foreign and domestic investments	Value of foreign and domestic (both own and from external investors)	Unit: Number Disaggregated by:	Data source: - Entrepreneurs Class and Business Support Services	Baseline established at the beginning of	Oct'11-Sept'12	0	Target: / Actual: \$ 379,148	Target: / Actual: \$ 0	Target: / Actual: \$317,	Target: / Actual: \$ 0	Target: / Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
stimulated in assisted microenterprises (<i>monitoring only</i>)	investments received during the 5-year project life which may include: cash received, investment loans, purchase of equipment and software, implementation of quality management standards, trainings of staff etc.	- Type (foreign and domestic)	Application Forms - Quality Assurance Form (Feedback on programs by participants at the end of programs) - Quarterly Financial Reports Collection methods: Individual surveys, Reports	the program and usage of the Technical Assistance and Business Support Services. Measured annually (surveyed till the end of year 5 of project life) Responsible person: Elica Aleksova Najdovska			6 microenterprises By region: -Skopje: \$ 379,148 Type: Domestic - Purchase of equipment -Vardar: \$ 0.0 -Polog: \$0.0 -East: \$0.0		2608 Microenterprises By region: 1 in Vardar 7 in Polog Type: domestic and foreign		
1.5. Number of new services	Services developed to respond to	Unit: Number	Data source: - Signed contracts	Measured annually	Oct'11-Sept'12	0	Target: 4	Target: 8	Target: 9	Target: 8	Target: 8

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
developed with USAID support in response to a business demand by Business Support Organizations	identified business needs of project beneficiaries, i.e. developed training programs	Disaggregated by: - Type of program - Region	for participation - Invoices for payment of participation fee Collection methods: Individual surveys, Reports	Responsible person: Elica Aleksova Najdovska			Actual: 4 Entrepreneurs Class Programs in Skopje, Vardar, Polog and East region	Actual: 7 Entrepreneurs Class in Skopje, Polog, Vardar and Southeast Region (4) Entrepreneurs Finance Class in Skopje and Vardar Region (2) Program for collection of receivables in	Actual: 10 Entrepreneurs Class in Skopje, Polog, Vardar and Southeast Region (4) Finance Class in Skopje/Polog and Vardar/Southeast (2) Marketing Class in Skopje and Vardar/Southeast (1) Energy Eff. In	Actual: 7 Entrepreneurs Class : 4 (Skopje, Polog, East, Southwest) Advance programs: 3 (Marketing, Finance, Sales and export)	Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								Skopje (1)	Skopje (1) Collection in Skopje Sales in Skopje (1)		
1.6. Satisfaction rate of clients using these newly developed services	Satisfaction rate is measure of how designed training programs meet or surpass participants' expectations.	Unit: Number Disaggregated by: - Type of program -Type of event - Regions Evaluation grading: 1 – not satisfactory 2 – poor 3 – good 4 – very good 5 - excellent	Data source: - Quality Assurance Form (Feedback on programs by participants at the end of programs) - Evaluation sheets for events Collection methods: Individual surveys, Reports	Baseline established at the beginning of the program. Measured at the end of the program and at the end of each organized event Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: average grade at least 4 Actual: 4.75 By region: -Skopje: 4,9 -Vardar: 4,7 -Polog: 4,7 -East: 4,7	Target: average grade at least 4 Actual: 4.67 By program: - Entrepreneurs Class 4.75 - Entrepreneurs Finance Class	Target: average grade at least 4 Actual: 4,6 By region: -Skopje: 4,4 -Vardar: 4,6 -Polog: 4,9 -East: 4,5	Target: average grade at least 4 Actual: 4.7 By region: East:4.8 Polog:4.7 Skopje:4.8 Southwest:4.8 By program:	Target: average grade at least 4 Actual: Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								4.67 - Collectio n of receivabl es 4.6 By region: -EC in Skopje 4.6 -EC in Polog 4.9 -EC in Southeas t 4.8 -EC in Vardar 4.7 -EFC in Skopje 4.65 -EFC in Vardar 4.7 - Collectio		Entrepre neurs Class: East:4.9 Southwe st:5 Polog:4.9 7 Skopje:4. 73 Advance program: Marketin g:5 Finance: 4.97 Sales and export: 4.97	

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								n in Skopje 4.6			
1.7. Number of concluded deals (<i>monitoring only</i>)	Deal is initiated cooperation among the project beneficiaries including: sales, concluded agreements, established partnerships or started joint projects	Unit: Number	Data source: - Quality Assurance Forms (Feedback on programs by participants at the end of programs)	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: / Actual: 69	Target: / Actual: 40	Target: / Actual: 46	Target: / Actual: 14	Target: / Actual:
IR.2 Improved internal processes, quality of products/services and increased exporting activities											
2.1. Number of days of USG funded Technical Assistance provided to employees of microenterprises	Includes provision of goods or services such as: transfer of knowledge and/or expertise by way of staff, skills training, support administration, management, production and processes. Technical	Unit: Number Disaggregated by: -Type of Technical Assistance (by project staff, local consultants, regional/international	Data source: - Signed Contracts with microenterprises - Signed Contracts with Consultants - Time sheets for project staff - Bank Statements - Quality Assurance Form (Feedback on used services by	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 80 Actual: 16 By type: -project staff: 4 -local consultants: 5	Target: 160 Actual: 158 By type: -project staff: 14 -local consultants	Target: 145 Actual: 253 By type: Local consultants 253	Target: 100 Actual: 10 By Project staff: 5 By International consultants: 5	Target: 100 Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
	assistance includes both human and institutional resources.	consultants) - Gender	microenterprises)				- regional consultants: 7	nts: 144 - regional consultants: 0			
2.2. Number of microenterprises receiving business development services from USG assisted sources	Business development service is a consultancy or service provided to selected microenterprises to support their access to markets in Kosovo, Serbia and Albania	Unit: Number Disaggregated by: -Type of service - Country -Gender	Data source: - Signed Contracts with microenterprises - Signed Contracts with Consultants - Bank Statements - Quality Assurance Form (Feedback on used services by microenterprises)	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 15 Actual: 4 By type of service: -TA by local consultants: 2 - Access to foreign markets –Kosovo: 2 By gender: -male: 4 - female:0	Target: 37 Actual: 74 By type of service: -TA by local consultants: 10 - Economic Health analysis: 7 - Access to foreign markets –Kosovo: 19 -Albania:	Target: 48 Actual: 59 By type of service: TA by local consultants 12 Meet a professional 1 Access to Foreign market other then region 1 Economic Health	Target: 20 BSC 10 B2B Actual: 31 By type of service: TA by local/international consultants:1 TA by project staff:1 Access to finance:1 B2B: 28 (Kosovo 17, Albania 5, Serbia 6)	Target: 20 BSC 10 B2B 3 Access to Finance Actual

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
								13 -Croatia: 25	Analysis: 2 - Access to foreign markets -Kosovo: 17 -Albania: 8 -Serbia: 18		
2.3. Number of new services developed with USAID support in response to a business demand by Business Support Organizations	Services developed to respond to identifies business needs of project beneficiaries	Unit: Number Disaggregated by: - Type of service (consultancy, business support services in different countries etc.)	Data source: - Signed contracts with microenterprises - Signed contracts with consultants and service providers in Kosovo, Serbia and Albania Collection methods: Individual surveys, Reports	Measured annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 4 Actual: 2 By type of service: - consultancy: 1 - Business Support Services	Target: 3 Actual: 2 By type of service: - consultancy: 1 - Business Support Services	Target: 3 Actual: 2 By type of service: Business support services in Serbia: 1 By consultancy 1:	Target: 2 Actual: 1 By type of service: Access to finance: 1	Target: 2 Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
							in Kosovo: 1	in Kosovo: 1	Meet a professional 1		
2.4. Satisfaction rate of clients using these newly developed services	Satisfaction rate is measure of how designed Business Support Services and selected in-company interventions meet or surpass microenterprises' expectations.	Unit: Number Disaggregated by: - Type of in-company intervention (staff, local, international consultants) -Type of service - Country Evaluation grading: 1 – not satisfactory 2 – poor 3 – good 4 – very good 5 - excellent	Data source: - Quality Assurance Form (Feedback on programs by participants at the end of service) Collection methods: Individual surveys, Reports	Measured at the end of the in-company intervention /business support service Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: average grade at least 3.0 Actual: 3	Target: average grade at least 3.5 Actual: 4.9	Target: average grade at least 3.7 Actual: 5	Target: average grade at least 3.8 Actual:	Target: average grade at least 3.9 Actual:
IR.3 Induced growth and strengthened management practices resulting from investment activities											

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
3.1. Number and value of made investments	Investment is commitment of capital for growth of selected microenterprises in value generally ranging from \$ 50,000 to \$ 100,00	Unit: Number Disaggregated by: - Region (Skopje Region-4 investments, Polog Region – 2 investments, East Region – 2 investments, Vardar/Southeast Region-2 investments)	Data source: Investment Agreements Collection method: Quarterly Reporting by the Fund Manager	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: 1 Actual: 0	Target: 4 Actual: 1 Vardar Region Value: \$ 50,000	Target: 3-5 Actual: 4 Vardar Region Value: \$ 50, 000 Southeast Region Value: \$ 100,000 Skopje Region Value: \$ 50 000 +\$ 16,000	Target: / 3 Actual: 1 Vardar region Value: \$ 51,800 Skopje Region Value: \$ 14,000 + \$ 70,000	Target: / 0 Actual:
3.2. Value of investments made by the microenterpris	Value of investments made by the enterprises is the value of	Unit: Number	Data source: Investment Agreement	Baseline established prior the investment.	Oct'11-Sept'12	0	Target: / Actual: 0	Target: / Actual: 0	Target: / Actual:	Target: / Actual:	Target: / Actual:

Performance Management Plan											
Performance Indicator	Definition	Unit of Measurement / Disaggregating	Data Source/ Data Collection Method	Timing and Frequency of Data Collection/ Person Responsible	Baseline		Targets and Actual				
					Year	Value	Year 1 (Oct'11 – Sept'12)	Year 2 (Oct'12 – Sept'13)	Year 3 (Oct'13– Sept'14)	Year 4 (Oct'14– Sept'15)	Year 5 (Oct'15 – Sept'16)
es (monitoring only)	committed capital		Collection methods: Reports provided by the Fund Manager	Measured annually (surveyed till the end of investment period) Responsible person: Elica Aleksova Najdovska							
3.3 Value of raised investment capital in the fund from other investors (monitoring only)	Value of investment capital from external investors in the established Micro Investment Fund	Unit: Number	Data source: <ul style="list-style-type: none"> Financial Reports Contracts Bank statements Collection methods: Reports provided by the Fund Manager	Measured Annually Responsible person: Elica Aleksova Najdovska	Oct'11-Sept'12	0	Target: / Actual: 0	Target: / Actual: 0	Target: / Actual: 0	Target: / Actual:	Target: / Actual:

